

Competitive School Division Grants for Leadership
Development Preparation Programs:
Awards for Fiscal Years 2004-2005 and 2005-2006.

The 2004 Virginia General Assembly appropriated funds for leadership grants in response to the recommendations of the legislature's Commission to Review, Study, and Reform Educational Leadership. The funds, awarded by the Virginia Department of Education included \$500,000 the first year and \$500,000 the second year for competitive grants of \$100,000 each to school divisions that have a partnership agreement with a Virginia institution of higher education or another entity for a defined leadership development preparation program that addresses the leadership standards established by the Board of Education. Standards and guidelines for school divisions to use to apply for these grants included the *Virginia Licensure Regulations for School Personnel, July 1, 1998, (8VAC 20-21-580)* and the *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators, and Superintendents, January 6, 2000*. Five competitive grants totaling up to \$100,000 each were awarded for the fiscal year 2004-2005 with five additional grants totaling up to \$100,000 each awarded for the fiscal year 2005-2006.

**The partnerships receiving leadership development grants for
fiscal year 2004-2005 included:**

- **THE PRINCIPALSHIP EDUCATION PLAN (PEP)** serves the counties of Carroll, Floyd, Giles, Grayson, Patrick, Pulaski, and Wythe, and the city of Galax. The initiative reflects a partnership between the school divisions, Radford University, the Western Virginia Public Education Consortium, and the National Association of Secondary Principals. According to Dr. William Flora, assistant professor of education studies, Radford University, PEP will, among other things, provide modules aligned with 8 ISLLC standards, include a pre-and post-assessment component, and an individualized approach to training for school administrators.
- **THE LEADERSHIP PREPARATION ACADEMY**, a partnership between Virginia Commonwealth University, the city of Hopewell, and Prince George County, has been expanded to include Sussex and Charles City Counties. The Academy will assist 24 candidates to achieve endorsements in school administration. Training also will be offered to current administrators who wish to enhance their skills. As noted by Dr. Winston O. Odom, superintendent, Hopewell City public schools, the participation by business partners such as Honeywell, Ace Corporation,

and Logistics Management Corporation will provide focus on organizational change and teambuilding.

- **THE LEADERSHIP ACADEMY FOR ASPIRING SCHOOL LEADERS** is shared by Newport News public schools, Old Dominion University, the Urban Learning and Leadership Center, and the Harnessing Optimism and Potential Through Education (HOPE) Foundation. This initiative will develop leadership capacity by focusing on 50 highly qualified teachers with (i) at least three years' experience in the school division; (ii) a master's degree; and (iii) demonstrated leadership potential and interest. Participants may be nominated or "tapped"; the tapping individual then serves as a mentor. Susan Piland, director of staff development, Newport News public schools, stated that eight full-day seminars and a three-day summit will train 25 participants for each of two years.
- **ALIGNING LEADERSHIP INVESTMENT AND GROWTH NOW (ALIGN)** will partner the counties of Amelia, Appomattox, Brunswick, Buckingham, Charlotte, Cumberland, Greensville, Halifax, Lunenburg, Mecklenburg, Nottoway, and Prince Edward with Longwood University and the University of Virginia. Pamela J. Wright, Southside Virginia "NCLB" Partnership Office of Nottoway County public schools, reported that this leadership training program will offer shared colloquia, Saturday gatherings, summer leadership components, and mentors for 36 current and aspiring school administrators.
- **LEADERS MENTORING LEADERS: PRE-ADMINISTRATOR/ADMINISTRATOR MENTORING**, described by Dr. Charles Spivey, organizational development specialist, Virginia Beach City public schools, is the product of a partnership among Virginia Beach, Old Dominion University, and the Adele Lynn Leadership Group. This program will combine job-embedded practical experiences with mentoring for 90 mentors and protégés.

The partnerships receiving leadership development grants for fiscal year 2005-2006 included:

- **PROFESSIONAL PARTNERSHIP FOR SCHOOL LEADERSHIP PREPARATION.** The Virginia School-University Partnership will collaborate to develop an 18-month competency-based program that will prepare 50 eligible candidates to become successful school administrators through their participation in a series of activities designed to address state and national standards. Unlike conventional administrative licensure programs, which require specific subjects and class hours for certification,

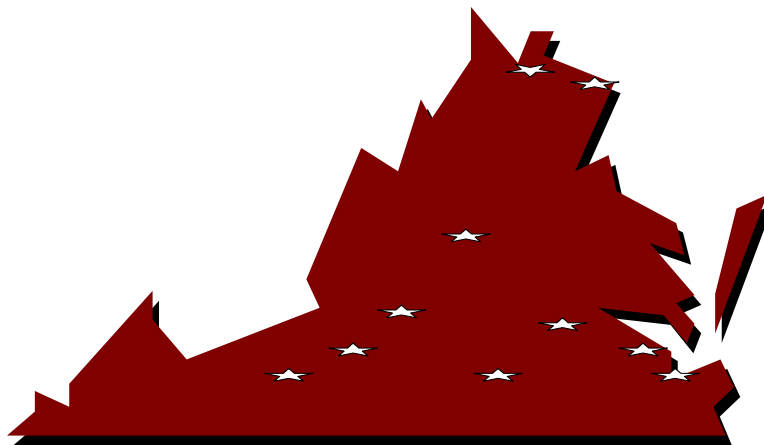
this program will customize activities that will give candidates the knowledge and skills they need to become effective school administrators. A diagnostic assessment of school leadership knowledge and skills will be used to determine the candidates' competencies and deficiencies and to serve as the basis for the activities designed for each candidate's Individualized Preparation Program.

- **THE URBAN SCHOOL LEADERS PREPARATION PROGRAM (USLPP)** will enroll 28 students who already have master's degrees in education. At the end of the two-year program these students will be eligible for administrative leadership licensure. The program employs a flexible, modular curriculum design that permits student programs of study to be individualized to acknowledge their expertise and best meet their learning needs. The program includes an extensive degree practicum and internship work, including a capstone school improvement project that allows students to demonstrate their ability to lead improvement teams and to demonstrate their knowledge, skills and abilities in implementing school change to improve student learning.
- **THE CENTRAL VIRGINIA REGIONAL CONSORTIUM** proposes to establish an innovative program to provide training for future educational leaders. The program addresses the leadership standards established by the Virginia Board of Education. It is intended to have a direct impact on current teachers who are seeking a career in administration through a "grow-your-own" emphasis. The major goals of the project include: 1) Responding to impending shortages of school leaders by initiating a cohort program to train 25 individuals who hold the master's degree in another educational discipline and are identified as having high aptitude for school administration; 2) providing a comprehensive development program that leads to the successful completion of the training program and the success of participants on the School Leaders Licensing Exam; and 3) sustaining project initiatives beyond project funding.
- **THE ROANOKE VALLEY LEADERSHIP DEVELOPMENT CONSORTIUM** will give administrative candidates an opportunity to customize their principal preparation program based on the experiences they have had while serving in other positions. Candidates will have individual education plans. These plans will be developed based on the candidates' performance on the National Association of Secondary School Principals Assessment. The assessment is aligned with the Interstate School Leaders Licensure Consortium standards and will furnish feedback related to weaknesses for each standard. The candidates will receive remediation in the areas of weakness and then retake the National

Association of Secondary School Principals assessment. As a final assessment, candidates will take the School Leaders Licensure Assessment.

- **THE LOUDOUN LEADERSHIP FELLOWS (LLF)** program represents the centerpiece of the work to aid aspiring, beginning, and experienced leaders in acquiring the knowledge, skills, and attitudes needed to lead effectively and ensure student learning. The purpose is to develop instructional leadership and management skills grounded in system beliefs about leadership, and to ensure that the system has available each year, 15 highly-qualified, well-prepared candidates eligible for administrative leadership licensure and ready for placement in leadership positions. In addition, 15 experienced administrator leaders will serve as mentors and 10 to 15 others will serve as coaches and instructors. They will gain valuable ongoing professional development as they share their expertise with the LLF participants.

All of the school leadership-preparation programs receiving grants were developed to meet the requirements of the Board of Education's licensure regulations and the board's *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators, and Superintendents*. Virginia is one of 15 states selected to participate in the Wallace Foundation's State Action for Educational Leadership Project (SAELP). The commonwealth has received two SAELP grants totaling \$650,000 from the foundation to research and create policies that promote the development and retention of educational leaders committed to raising student achievement. Activities of the General Assembly's Commission to Review, Study, and Reform Educational Leadership were funded through Virginia's initial SAELP grant. Virginia's SAELP grants and the General Assembly-funded leadership preparation grants explained above represent an effort to reform and strengthen educational leadership and establish principals as the instructional leaders of their schools.



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denotes funded partnership sites

NEXT STEPS

As these innovative school leadership preparation programs unfold, we will track their outcomes with the hope of refining the development of school leaders throughout the commonwealth. The results of the 10 programs described above will provide Virginia with a wealth of information regarding ways in which leadership preparation can be enhanced. The intention of these grant proposals, expressed through the appropriations from the 2004 Virginia General Assembly, is to provide concrete evidence that will assist the Office of Teacher Education and Licensure with plans for future educational leadership program approval. The Department of Education remains committed to ensuring top quality leadership in all Virginia public schools.